

DEPARTMENT OF THE ARMY  
U.S. ARMY ENGINEER DIVISION, GREAT LAKES AND OHIO RIVER  
CORPS OF ENGINEERS  
P.O. BOX 1159  
CINCINNATI, OH 45201-1159  
CELRD-HR

Pamphlet  
No. 690-1-8

7 July 1998

Civilian Personnel  
Work at Home Program - FLEXIPLACE

Local supplementation of this pamphlet is permitted for implementation of individual commander's policies and procedures. One copy of supplements will be furnished to Commander, U.S. Army Engineer Division; Great Lakes and Ohio River; ATTN: CELRD-HR; P. O. Box 1159; Cincinnati, OH 45201-1159.

1. Purpose. To communicate policies and procedures and define responsibilities for the Work at Home program.
2. Applicability. This pamphlet applies to all activities of the Great Lakes and Ohio River Division.
3. Policy.

a. Employees may be approved to work at home on a continuing or intermittent basis. Work at Home may be used for employees who desire the arrangement for a variety of reasons or to allow injured, recuperating, and physically limited employees to work at home rather than use sick leave or incur unnecessary compensation costs. Generally employees spend part of the workweek in the regular office to improve communication, minimize isolation, and use facilities not available offsite. However, an employee who is participating in the program during a period of recovery from an accident, illness or surgery or under other special circumstances may be approved to work at home for the entire workweek.

b. All work at home arrangements which are outside the normal commuting area must be approved by the first general officer in the chain of command.

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\*This pamphlet expires on 6 July 2001.

7 July 1998

c. Labor Management Relations. Federal employee unions have a right to negotiate on programs that affect bargaining unit employees' conditions of employment. This right extends to Work at Home. Each activity wishing to participate in the work at home program must conduct impact and implementation bargaining with the local union(s).

4. General.

a. Work at Home is a flexible work arrangement that allows selected employees the opportunity to perform their duties at home during an agreed upon portion of the workweek. Work at Home is also known as flexiplace, flexible workplace and telecommuting. All of these terms refer to paid employment performed away from the office.

b. Work at Home is a management option rather than an employee benefit and does not change the terms and conditions of employment.

c. Employee participation is voluntary and subject to management approval.

d. Canceling the work arrangement is up to either the employee or the supervisor, with notice and in accordance with local procedures.

e. Work at Home should not adversely affect the performance of the employee who works at home or his or her coworkers.

f. Supervisors must properly certify time and attendance.

g. The employee must have a safe and adequate place to work off-site that is free from interruptions and that provides the necessary level of security and protection for any Government property that may be used. Local policy will determine if an employee will be required to complete a self-certification safety checklist. A sample checklist is at Appendix F.

h. Working at home can provide valuable assistance in the management of work/family schedules, but is not a substitute for child/elder care. Employees may not use duty time for providing child/dependent care or any purpose other than official duties. Employees who volunteer solely for small child/elder care purposes should be discouraged from participating.

5. Suitability for Work at Home. In order for work at home to be successful, the work, employee and supervisor must be suitable for the concept.

a. Suitability of Work. Work suitable for Work at Home depends on job content, rather than job title, type of appointment, or work schedule. Work at home is feasible for work that requires thinking and writing, telephone-intensive tasks, and computer-oriented tasks.

(1) Some indicators that the work is suitable for Work at Home are:

- (a) Work activities are portable and can be performed effectively outside the office.
- (b) Job tasks are easily quantifiable or primarily project oriented.
- (c) Contact with other employees and customers is predictable.
- (d) Most work handled is not classified.
- (e) The technology needed to perform the job off-site is currently available.
- (f) Security of data, including sensitive, non-classified, Privacy Act concerns, etc., can be adequately assured.

(2) Work may not be suitable if:

- (a) The employee needs to have extensive face-to-face contact with the supervisor, other employees, clients, or the general public;
- (b) The employee needs frequent access to material that cannot be moved from the regular office;
- (c) The organization cannot provide the special facilities or equipment that are necessary;  
or
- (d) It would be too costly for the agency or duplicate the same level of security at the alternative workplace.
- (e) The work is supervisory in nature. Generally, the nature of supervisory positions makes the use of the program by supervisors impractical if more than one work at home day per week is scheduled.

7 July 1998

b. Suitability of Employees and Supervisors. Employees who are approved to work at home should be organized, highly disciplined, and conscientious self-starters who require minimal supervision and have a current performance rating of at least a Successful Level 3 performance rating. Work at Home is not suitable for employees who need to be in the office to learn the organization, who require on-the-job training, who need close supervision, or who thrive on interaction with co-workers and would suffer from the isolation of working alone. Supervisors who permit employees to participate should be willing to try out the new arrangement and take necessary steps to ensure its success. The supervisor should be comfortable managing by results.

6. Procedures.

a. An employee interested in participating in the program will complete a Request for Participation in the Work at Home Program. A sample request format is at Appendix D. The completed request will be submitted to the employee's first-line supervisor.

b. The supervisor will review the request and consider the requirements of this pamphlet before making a decision.

c. Disapproval of a request will be documented in writing and will state the reasons for the denial.

d. For continuing work at home arrangements, including continuing intermittent arrangements, the supervisor and the employee will jointly review and sign an Employee/Supervisor Agreement for work at home arrangements. A sample agreement is at Appendix E.

e. Either the supervisor or the employee may terminate the Employee/Supervisor Agreement by providing the other advance notice. Local policies will determine the amount of notice required.

f. The supervisor and the employee will agree to the schedule for Work at Home and work in the regular office. The work schedule will be documented in writing. A copy of the schedule will be provided to the timekeeper.

g. Participation in the Work at Home program is not a right. The supervisor is responsible for deciding if the position is one that is appropriate for off-site work and for examining both the content of the work and the performance of the employee. Participation in the program is not expected to be routine. Because this is a supervisory work option, there is no automatic right of the employee to continue participation in the event of a change of supervisor.

7 July 1998

h. If a manager concludes that the Work at Home arrangement is not working out, he or she has the right to end participation of an employee in the program. A manager may end an employee's participation in the program when the employee's performance declines or if the arrangement fails to benefit organizational needs. Whenever feasible, the supervisor should provide sufficient notice prior to the cancellation of the program.

FOR THE COMMANDER:

6 Appendices  
A-Impact of Work at Home  
on Personnel Management Issues  
B- Government Owned Property  
C - Security Issues  
D - Sample Employee Request - Supervisor  
Approval/Disapproval  
E - Sample Employee/Supervisor  
Agreement for Work at Home Arrangements  
F - Sample Safety Checklist for Home-Based  
Workers

/S/  
JAMES R. HOUGNON  
Colonel, Corps of Engineers  
Deputy Commander

DISTRIBUTION:

A & B  
CELRD Directors and Office Chiefs  
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